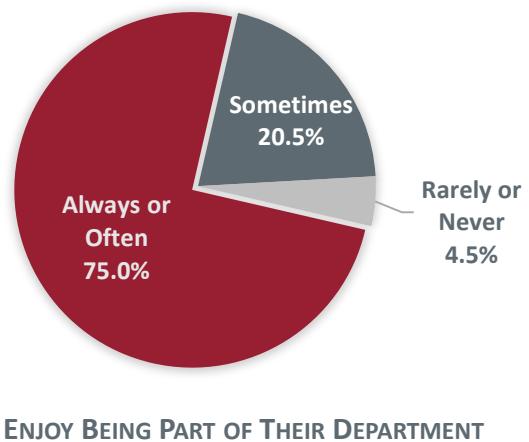


For the 2018 Employee Engagement Survey (EES) there were 115 respondents in 2018 compared to 24 respondents in 2016 who identified their department within the Elson S. Floyd College of Medicine. For 2018, the survey was sent to 257 active employees within Elson S. Floyd College of Medicine resulting in a 44.7% response rate. The response average for statements 1-39 was 3.94 for 2018 compared to 3.91 in 2016 resulting in an increase in the overall response average from 2016. For 2018 39.1% identified themselves as Faculty, 33.0% identified as Administrative Professional and 27.8% identified themselves as Civil Service.

As explained in the 2018 EES Results Report, responses were measured using a 5-option Likert scale with “Never” equaling 1 and “Always” equaling 5 to determine the frequency in which employees identified with the statements.

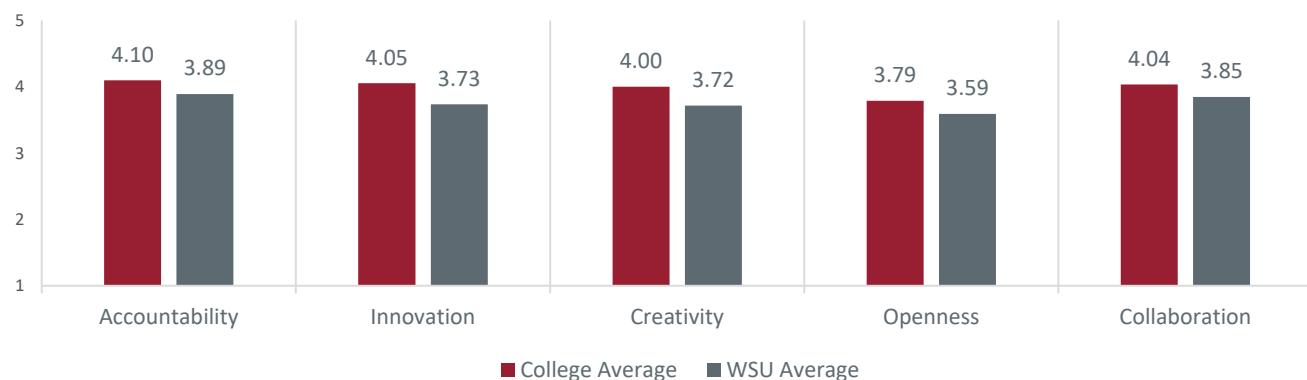
For the 2018 survey, 75.0% of respondents said they always or often enjoy being part of their department (statement 28). Additionally, the response average for overall satisfaction at work (statement 39), decreased to 3.88 from 4.08 for 2016. A breakdown of response averages can be found at the end of this report on page 4.



## ADVANCING THE UNIVERSITY'S MISSION:

The survey asked respondents to identify the extent to which their department approached advancement of the University's mission, specifically as it related to the University goals of accountability, innovation, creativity, openness, and collaboration. This graph demonstrates the response average within Elson S. Floyd College of Medicine compared to the overall WSU average:

**Advancing the University's Mission - College Average vs WSU Average**



## HIGHEST 2018 RESPONSE AVERAGE:

Statements	College Average 2014	College Average 2016	College Average 2018	WSU Average 2018
My supervisor treats me with dignity and respect.	-	4.65	4.37	4.27
Those around me are committed to doing quality work.	4.70	4.33	4.36	4.10
I know what is expected of me at work.	4.10	4.38	4.35	4.35
I have positive interactions with my co-workers.	-	4.38	4.27	4.17

\*Updated for 2018; \*\*New for 2018

## LOWEST 2018 RESPONSE AVERAGE:

Statements	College Average 2014	College Average 2016	College Average 2018	WSU Average 2018
I utilize wellbeing programs and resources available to employees.	-	-	2.44	2.49
My supervisor encourages me to use the University resources available to me.	-	3.84	3.26	3.67
I have concerns regarding work climate.	-	3.61	3.31	3.46
I receive clear information about changes being made within my college/area.	3.50	3.14	3.41	3.22

\*Updated for 2018; \*\*New for 2018

## SIGNIFICANT RESPONSE CHANGE (HIGHEST/LOWEST RESPONSE CHANGES):

Statements	College Average 2014	College Average 2016	College Average 2018	Change
Clear reporting structures are established within my department.	3.30	3.39	3.81	0.42
I know how my department measures success.	3.20	3.13	3.48	0.36
I receive clear information about changes being made within my department.	3.40	3.25	3.57	0.32
My supervisor encourages me to use the University resources available to me.	-	3.84	3.26	-0.59
I am comfortable with utilizing University resources.	-	4.00	3.58	-0.42
My supervisor promotes open communication and feedback.	-	4.39	4.04	-0.35

\*Updated for 2018; \*\*New for 2018

## ACTION ITEMS:

In reviewing the lowest college response averages and the statements with negative change from 2016 to 2018 in Elson S. Floyd College of Medicine, initiatives to improve employee engagement and perceptions of the workplace may include, but are not limited to:

- *Provide employees with resources regarding employee wellness and encourage the use of WSU employee wellness programs.*
- *Ensure supervisors are familiar with resources and provide employees with resources as appropriate and encourage the use of University resources.*
- *Provide employees with internal and external resources for workplace climate concerns and encourage the reporting of concerns.*
- *Improve communication efforts regarding changes at the department level.*
- *Evaluate how input is solicited and taken into consideration.*

## EMPLOYEE FEEDBACK:

At the end of the survey, employees were given the opportunity to provide feedback regarding subjects not addressed in the survey. The following feedback, specifically related to employee perceptions of the workplace, is a synopsis of comments provided by respondents who identified themselves within Elson S. Floyd College of Medicine:

- *I am pleased with the direction and communication from President Schultz and the efforts he makes across the state to make WSU visible and accessible.*
- *I appreciate the patience and support from Pullman personnel with Accounts Payable, Purchasing & Contract questions.*
- *The culture of the college is inspiring, uplifting, and positive!*
- *I love being a part of something GREAT.....the Elson S. Floyd College of Medicine*
- *Payroll inequities in the College of Medicine are obscene.*
- *Seattle-base salaries are not fair or equitable with cost of living in Seattle; they are equitable with cost of living in Spokane which is an entirely different market.*
- *There is a very apparent gap between staff and administrators in our college. This is most obvious in salary, but can also be felt in how staff are supported in their positions, the lack of encouragement to seek professional development opportunities, and the responses staff receive when concerns are brought up.*
- *Our culture at WSU allows some people who contribute very little value to the university and society to continue to draw a salary and precious resources from the university that are way beyond the value that they provide.*
- *The complexity of each process doesn't seem to be appreciated in this college, which has led to a great deal of frustration on both employee and supervisor. I have spoken to multiple staff members who are fed up with the treatment of those in non-administrator, support staff roles.*
- *For the last year and half, the book 'The Multipliers' has been used as the model for ESFCOM culture. However, as a member of this college, I have only seen characteristics of ""diminishers"" from our administration, only rarely characteristics of ""multipliers"". I believe there have been many good intentions and efforts made, however the execution is often very poor which add to the riff that can be felt throughout the college. It is almost like we have two groups, the ""Decision Makers"" and the ""Doers"" - the line of communication flows down to the 'Doers', but is stifled when it tries to flow back up.*
- *The College of Medicine is still new, we're still growing, and growing pains are expected. However, we should not have support staff feeling burnout at this level when majority have been here 18 months or less.*
- *We need access to an employee fitness center in Spokane*
- *I would love to see wellbeing benefits more accessible in Spokane, such as sittercity, employee fitness.*
- *The wage gap is significantly different for classified staff employees.*
- *The wage is so low for constantly working out of class*
- *The University has produced significant barriers to appropriately staff a medical school. If WSU wants to become one of the nation's top 25 public research universities by 2030, then they need a medical school that is run and staffed adequately and not scarping by as the student enrollment continues to increase with a new cohort of 60-80 students every year for the next four years. Medical schools are staffed differently than any other college WSU has ever had and this needs to be recognize by all the departments that affect staffing decisions within the University.*
- *My concerns with WSU is that we do not have the basic systems in place to conduct research.*
- *Central Administration (Pullman) does not do a good job of being transparent with the WSU faculty. While the faculty is informed of decisions, the process under which those decisions are made are not disclosed or discussed.*
- *WSU's extreme focus on cost-cutting by abandoning programs and departments is very demoralizing.*
- *The biggest problem we have is favoritism and backlash when you speak out. We are in higher education there will be times where no one sees eye to eye but at the same time it should be accepted and not immediately dismissed.*

## EMPLOYEE FEEDBACK (CONTINUED):

- *Senior leadership does not live the values it pontificates. Inequities abound.*
- *There is a lot of discontent, which does impact all of us. Even if I'm not having a bad experience, hearing about other people's bad experiences changes how I feel about the workplace. I'm concerned that my colleagues don't feel good about the workplace.*
- *Connection, compassion, financial acknowledgement for career growth are areas that would help employees strive to live the mission.*
- *Sometimes employees are not treated respectfully.*
- *Career tracks should be developed.*
- *Gossip should not drive culture, top leadership need to demonstrate culture and be respectful of each other.*

## RESPONSE AVERAGE BREAKDOWN:

	# of Respondents Statement 1-39 Overall Average	College Average			WSU Average
		2014	2016	2018	2018
		10	24	115	3012
		3.86	3.91	3.94	3.76
1	I know what is expected of me at work.	4.10	4.38	4.35	4.35
2	I receive the information I need to perform my job.	4.00	3.83	4.12	4.02
3	I have the training to do my job effectively.*	4.10	3.96	4.11	4.10
4	I have the resources I need to do my job efficiently.*	-	-	3.76	3.75
5	I have the technology I need to do my job efficiently.	4.40	4.08	4.12	3.96
6	I am recognized for doing a good job.	3.20	3.74	3.63	3.45
7	My supervisor values me and the work I do.	4.10	4.38	4.06	3.91
8	I feel encouraged to have a good balance between work and personal life.	3.40	4.00	3.85	3.59
9	I feel appropriately compensated for my level of position.	-	3.46	3.46	3.05
10	I am encouraged to develop myself professionally.	3.70	3.65	3.78	3.58
11	I am encouraged to provide input on decisions impacting my work.	3.90	3.50	3.78	3.61
12	I am encouraged to come up with better ways of doing things.	3.70	3.83	3.90	3.66
13	I am given opportunities to be innovative or creative.	-	3.75	3.83	3.66
14	I am given opportunities to be collaborative.	-	3.92	4.11	3.77
15	A spirit of cooperation and teamwork exists between my co-workers and me.	4.30	4.04	4.17	3.83
16	Knowledge and information sharing is practiced between my co-workers and me.	4.30	3.88	3.96	3.79
17	Those around me are committed to doing quality work.	4.70	4.33	4.36	4.10
18	I have positive interactions with my co-workers.	-	4.38	4.27	4.17
19	I enjoy the work climate that exists between my co-workers and me.	-	4.25	4.05	3.97
20	My supervisor gives me ongoing feedback to help me improve my performance.	3.44	3.48	3.67	3.43
21	My supervisor encourages a positive work climate.	-	4.30	4.06	3.88
22	My supervisor promotes open communication and feedback.	-	4.39	4.04	3.83
23	My supervisor treats me with dignity and respect.	-	4.65	4.37	4.27
24	Clear reporting structures are established within my department.	3.30	3.39	3.81	3.80
25	I receive clear information about changes being made within my department.	3.40	3.25	3.57	3.37
26	I know how my department measures success.	3.20	3.13	3.48	3.35
27	I know how my work contributes to the success of my department.	4.00	4.08	4.00	3.87
28	My department demonstrates support for a diverse workforce.	4.20	4.30	4.16	4.00
29	I enjoy being part of my department.	4.20	4.21	4.05	3.96
<b>Rate the extent to which your department approached the following to advance the University Mission:</b>					
30	Accountability	-	4.05	4.10	3.89
31	Innovation	-	4.04	4.05	3.73
32	Creativity	-	4.04	4.00	3.72
33	Openness	-	3.55	3.79	3.59
34	Collaboration	-	4.00	4.04	3.85
35	I am encouraged to improve work processes to benefit students and other University constituents or colleagues.	3.90	3.67	3.84	3.65
36	I receive clear information about changes being made within my college or area.	3.50	3.14	3.41	3.22
37	I receive clear information about changes being made within WSU.	3.20	3.22	3.49	3.22
38	I enjoy being part of Washington State University.	4.30	4.33	4.07	3.93
39	Overall, I am satisfied at work.	4.00	4.08	3.88	3.76
	I am comfortable with utilizing University resources.	-	4.00	3.58	3.62
	My supervisor encourages me to use the University resources available to me.	-	3.84	3.26	3.67
	I have concerns regarding work climate.	-	3.61	3.31	3.46
	I feel comfortable bringing work climate concerns to my supervisor.	-	3.90	3.64	3.73
	I utilize wellbeing programs and resources available to employees.**	-	-	2.44	2.49
	My department fosters a culture of health and wellness.**	-	-	3.60	3.27
	I feel encouraged to focus on my wellbeing both at work and in my personal life.**	-	-	3.62	3.28

\*Updated for 2018; \*\*New for 2018